



ARIS Risk & Compliance Manager

OPERATIONAL RISK MANAGEMENT CONVENTIONS

Version 10.0 - Service Release 4

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This document applies to ARIS Risk & Compliance Manager Version 10.0 and to all subsequent releases.

Specifications contained herein are subject to change and these changes will be reported in subsequent release notes or new editions.

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1 Introduction

The documentation of business processes and functions using models in ARIS brings a variety of advantages (consistency, reduction of complexity, reusability, potential for evaluation, integrity, etc.).

This is however only possible if the methodological and functional rules and conventions for modeling in ARIS Architect are adhered to. Only then all modeled data can be transferred to ARIS Risk & Compliance Manager and reused there.

2 Text conventions

Menu items, file names, etc. are indicated in texts as follows:

- Menu items, keyboard shortcuts, dialogs, file names, entries, etc. are shown in **bold**.
- Content input that you specify is shown in **<bold and within angle brackets>**.
- Single-line example texts are separated at the end of a line by the character ↵, e.g., a long directory path that comprises multiple lines.
- File extracts are shown in the following font:

This paragraph contains a file extract.

3 Content of document

The sections below explain the standards relating to the usage of descriptive views, model types, object types, relationship and connection types, and attributes.

3.1 Objectives and scope

Objective: Specification of modeling guidelines

Not included in this manual: User documentation

4 ARIS conventions

4.1 Modeling levels and model types

4.1.1 Overview of modeling levels and their model types

The figure below shows the process modeling levels and the suggested process model types to be used within them.

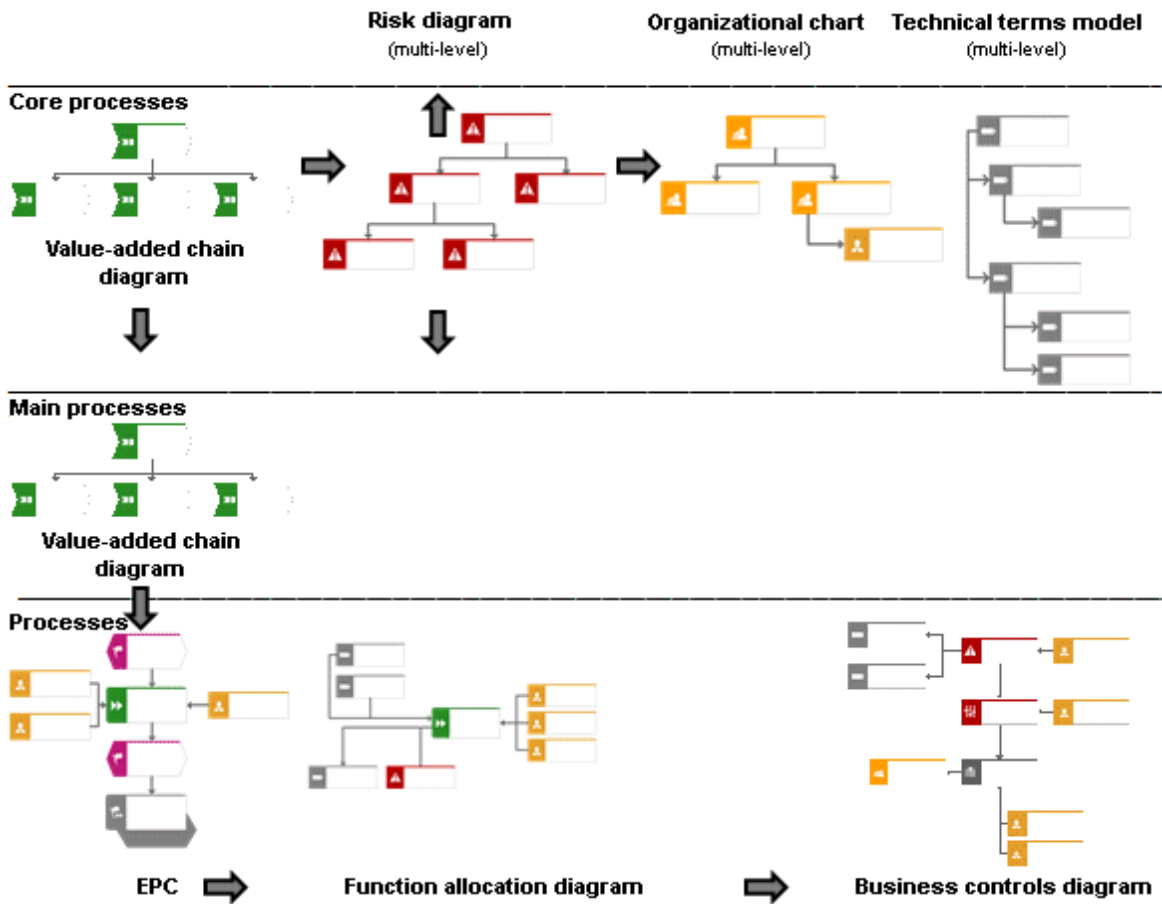


Figure 1: Modeling levels and their model types

4.1.2 Identification of risks and processes

4.1.2.1 Process models

The following process models can be used for setting up the process landscape/process hierarchy.

Model name	Model type number
Value-added chain diagram	12
EPC	13
Function allocation diagram	14
PCD	18
EPC (material flow)	50
PCD (material flow)	51
EPC (column display)	134
EPC (row display)	140
EPC (table display)	154
EPC (horizontal table display)	173
Enterprise BPMN collaboration diagram	272
Enterprise BPMN process diagram	273

The following chapters include a modeling example of the process landscape.

4.1.2.2 Process modeling at level 1

The overview process model is the central model at level 1. This is modeled using the **value-added chain diagram** model type. This core process overview is used as the entry model.



Figure 2: Level 1 – Value-added chain diagram

The object type used is **Function** (OT_FUNC). The hierarchy between the objects is represented by the **is process-oriented superior** or **is process-oriented subordinate** connection. In ARIS Risk & Compliance Manager, only a tree structure for hierarchies is allowed. Therefore, each function can only have one superior function. The following model types can be assigned to an object type in a VACD:

Object type	Assigned model type
Function [Value-added chain]	VACD
Function [Value-added chain]	Function allocation diagram

Thus, a hierarchy element is created in ARIS Risk & Compliance Manager for each relevant function. Exception: The top hierarchy element already exists in ARIS Risk & Compliance Manager.

4.1.2.2.1 Function (ARIS) to Process hierarchy element (ARCM) allocations

The following allocations are applicable for the **Function** object:

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
Function	Name	AT_NAME	X	HIERARCHY	name	
				HIERARCHY	isroot	True only for the top hierarchy element.
				HIERARCHY	type	Process hierarchy (value 4)
Function	Description/Definition	AT_DESC		HIERARCHY	description	
			X	HIERARCHY	status	Status is true (if active)
Function	Sign-off-relevant	AT_AAM_SIGN_OFF_RELEVANT	X	HIERARCHY	signoff	Not relevant for Risk Management.
Function	Model link	AT_AAM_MOD_LINK		HIERARCHY	modellink	
				HIERARCHY	modelguid	GUID of the model containing an occurrence of the function. The first available process model (EPC, VACD, etc.) is selected.
				HIERARCHY	model_name	Name of the model (see above)

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
Function	Object link	AT_AAM_OBJ_LINK		HIERARCHY	objectlink	
Function	GUID of object			HIERARCHY	objectguid	
				HIERARCHY	children	Subordinate hierarchy element

*The **M** column specifies whether the attribute is a mandatory field.

4.1.2.3 Process modeling at level 2

The value-added chain diagram is used as the model at level 2. Level 2 is used to represent the main processes and to map the context of the sub-processes located at level 3.

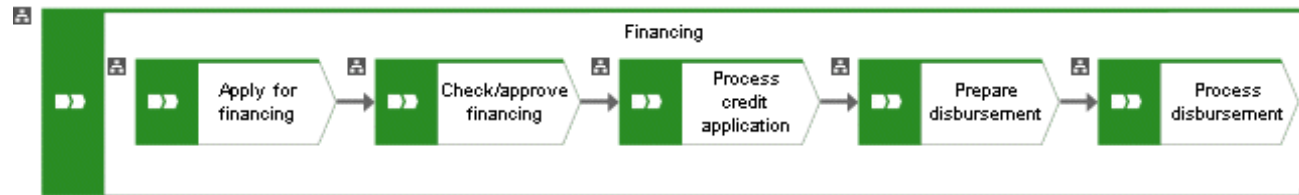


Figure 3: Level 2 – Value-added chain diagram

The same conventions apply as for the core processes modeled as a value-added chain.

The following model types can be assigned to an object type in the VACD:

Object type	Assigned model type
Function	EPC
Function	Function allocation diagram

4.1.2.4 Process and risk modeling at level 3 - Event-driven process chain (EPC)

You can describe a company's processes using an EPC. It is based on the logical and chronological sequence of the activities to be carried out. In addition, a sequence of functions and resulting events is used. These lean processes can be supplemented by additional objects (organizational units, positions, roles, application systems, etc.) containing extended information.

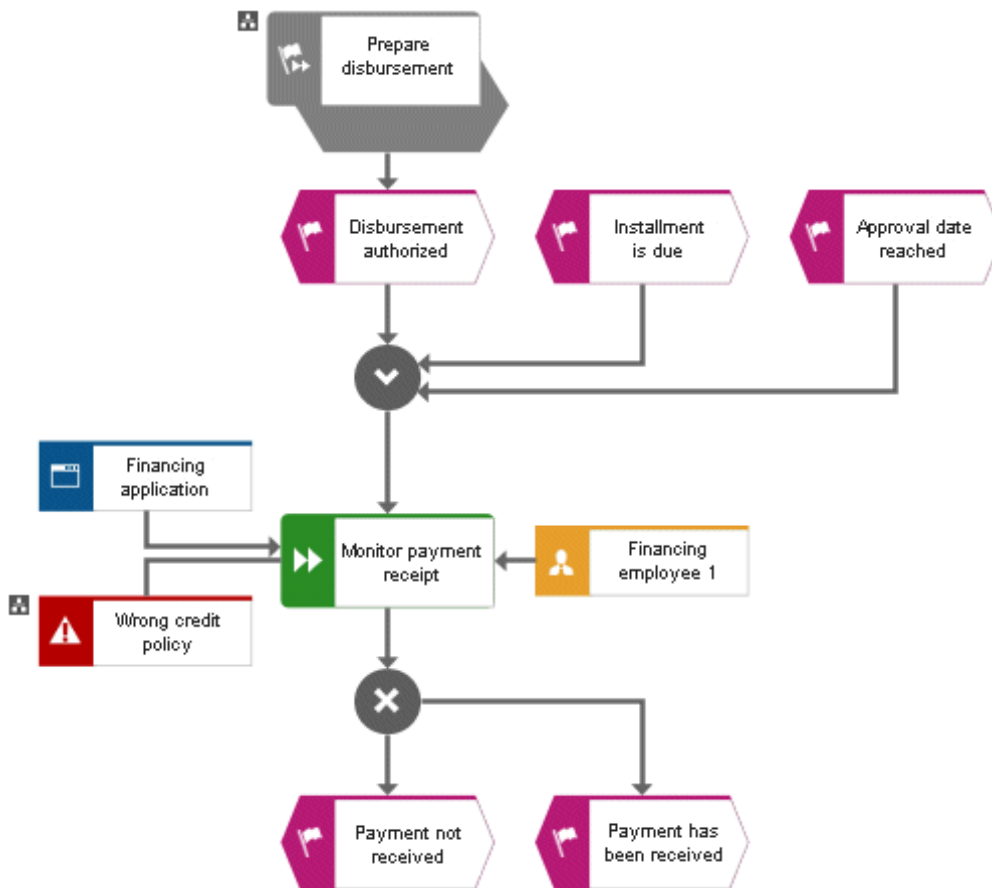


Figure 4: Level 3 – Event-driven process chain

The following model types can be assigned to an object type in an EPC:

Object type	Assigned model type
Function	EPC
Function	Function allocation diagram
Risk	EPC
Risk	Business controls diagram
Risk	KPI allocation diagram

4.1.3 Documentation of additional hierarchies in the company

Only a tree structure is allowed for all hierarchies to be transferred to ARIS Risk & Compliance Manager. This means that each element in the hierarchy can have only one superior item.

4.1.3.1 Regulation hierarchy

The regulation hierarchy is modeled in the technical terms model in ARIS Architect using the **Technical term** object (OT_Tech_TRM). The **Regulations** attribute can be used to uniquely identify regulations (API name: AT_AAM_ANNUAL_ACCOUNTS_ITEM). The hierarchy between the objects is represented by the **has** connection. If the hierarchy is to be transferred to ARIS Risk & Compliance Manager, the **Synchronize ARCM** model attribute (AT_AAM_EXPORT_RELEVANT) must be set.

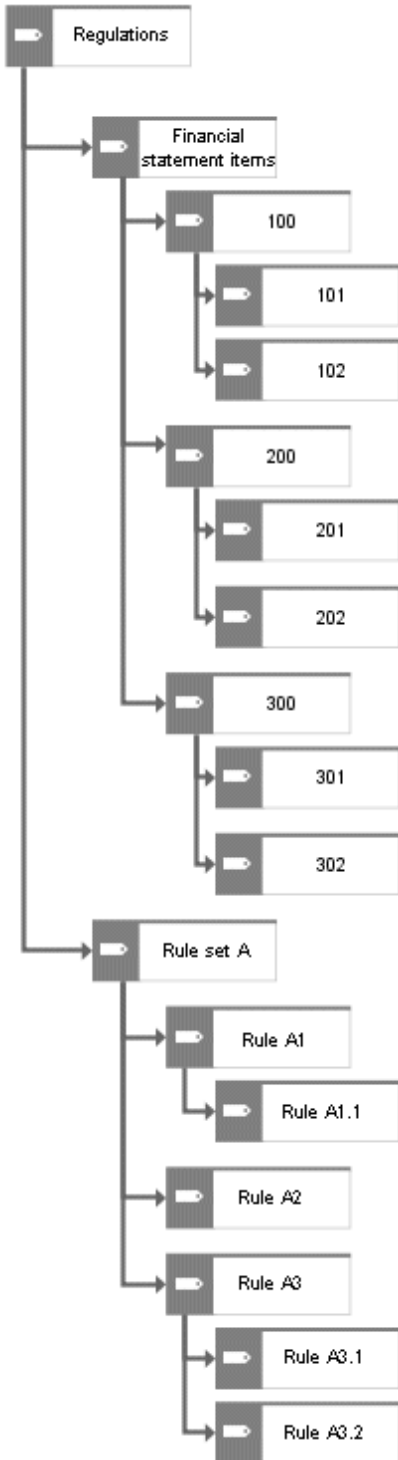


Figure 5: Regulation hierarchy structure

4.1.3.1.1 Attribute allocations for the Technical term object

The following attribute allocations are applicable for the **Technical term** object:

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
Technical term	Name	AT_NAME	X	HIERARCHY	name	
				HIERARCHY	isroot	True only for the top hierarchy element.
Technical term	Short description	AT_SHORT_DESC		HIERARCHY	hnumber	
				HIERARCHY	type	Regulation hierarchy (Value = 2)
Technical term	Description/Definition	AT_DESC		HIERARCHY	description	
				X	HIERARCHY	status
Technical term	Sign-off-relevant	AT_AAM_SIGN_OFF_RELEVANT	X	HIERARCHY	signoff	Not relevant for Risk Management.
Technical term	Model link	AT_AAM_MOD_LINK		HIERARCHY	modellink	
				HIERARCHY	modelguid	GUID of the model containing an occurrence of the technical term. The first available technical term model is selected.
				HIERARCHY	model_name	Name of the model (see above)
Technical term	Object link	AT_AAM_OBJ_LINK		HIERARCHY	objectlink	

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
Technical term	GUID of object			HIERARCHY	objectguid	
				HIERARCHY	children	Subordinate hierarchy elements

*The **M** column specifies whether the attribute is a mandatory field.

4.1.3.2 Organizational hierarchy

The organizational hierarchy is modeled in the organizational chart in ARIS Architect using the **Organizational unit** object (OT_ORG_UNIT). The hierarchy between the objects is represented by the **is superior** connection. If the hierarchy is to be transferred to ARIS Risk & Compliance Manager, the **Synchronize ARCM** model attribute (AT_AAM_EXPORT_RELEVANT) must be set.

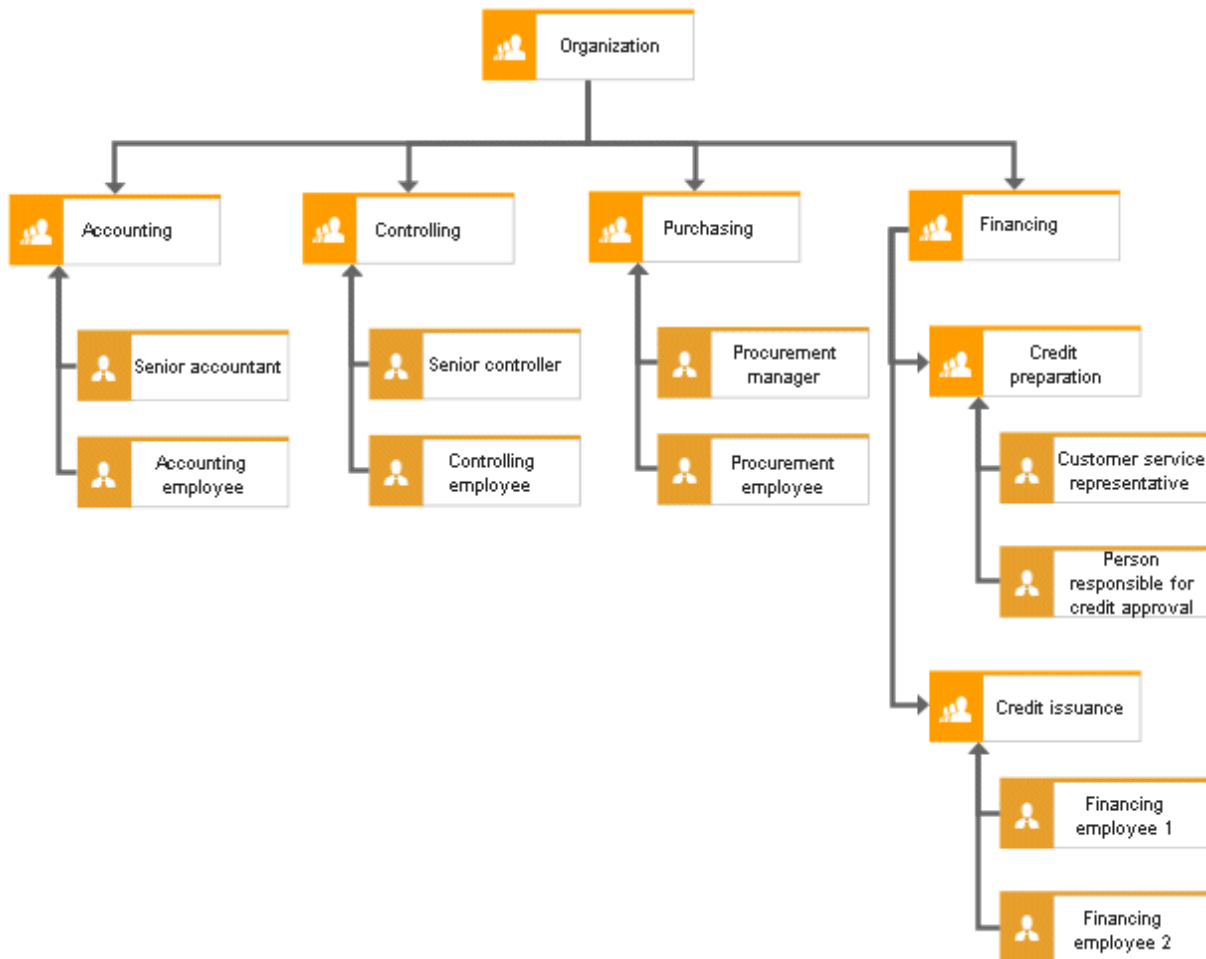


Figure 6: Organizational hierarchy structure

For each relevant organizational unit, an organizational hierarchy element is therefore created. Exception: The top hierarchy element already exists in ARIS Risk & Compliance Manager.

4.1.3.2.1 Organizational unit (ARIS) to Organizational hierarchy element (ARCM) allocations

The following attribute allocations apply to the **Organizational unit** object:

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
Organizational unit	Name	AT_NAME	X	HIERARCHY	name	
				HIERARCHY	isroot	True only for the top hierarchy element.
				HIERARCHY	type	Organizational hierarchy (value = 3)
Organizational unit	Description/Definition	AT_DESC		HIERARCHY	description	
			X	HIERARCHY	status	Status is true (if active)
Organizational unit	Sign-off-relevant	AT_AAM_SIGN_OFF_RELEVANT	X	HIERARCHY	signoff	Not relevant for Risk Management.
Organizational unit	Model link	AT_AAM_MOD_LINK		HIERARCHY	modellink	
				HIERARCHY	modelguid	GUID of the model containing an occurrence of the organizational unit. The first available organizational

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
						chart is selected.
				HIERARCHY	model_name	Name of the model (see above)
Organizational unit	Object link	AT_AAM_OBJ_LINK		HIERARCHY	objectlink	
Organizational unit	GUID of object			HIERARCHY	objectguid	
				HIERARCHY	children	Subordinate hierarchy elements

*The **M** column specifies whether the attribute is a mandatory field.

4.1.3.3 Risk Hierarchy

In ARIS Architect, the risk category hierarchy is modeled in the risk diagram with the **Risk** object (OT_RISK) and the **Risk category** object (OT_RISK_CATEGORY). The categorization of risks can be carried out here. Risks can be made subordinate to categories and the categories can in turn be made subordinate to other categories using the **encompasses** or **contains** relationship. It is not possible to make risks subordinate to risks. If the hierarchy is to be transferred to ARIS Risk & Compliance Manager, the **Synchronize ARCM** model attribute (AT_AAM_EXPORT_RELEVANT) must be set.

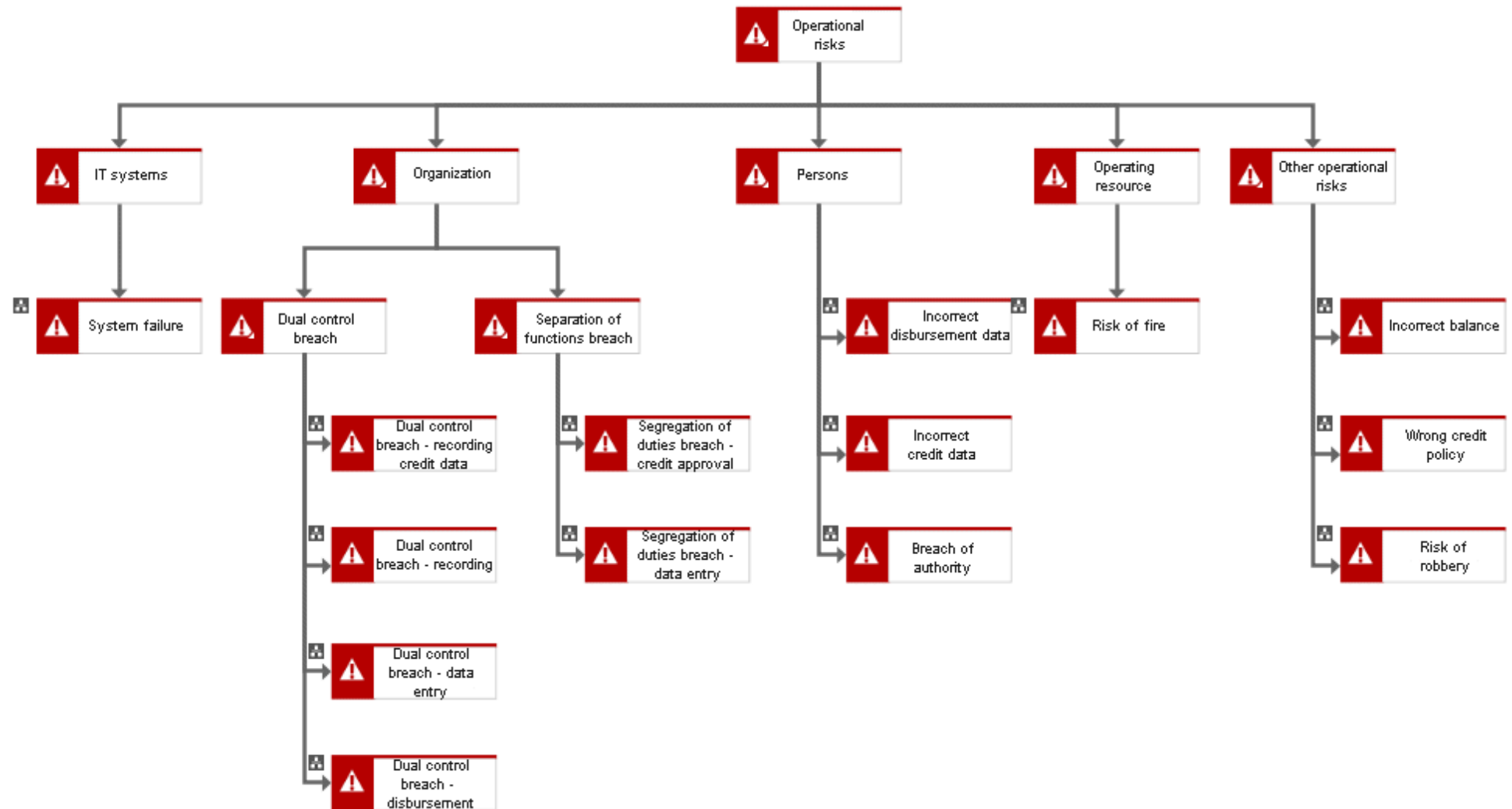


Figure 7: Risk hierarchy structure

Thus, a risk category hierarchy element is created in ARIS Risk & Compliance Manager for each relevant risk category. Exception: The top hierarchy element already exists in ARIS Risk & Compliance Manager.

4.1.3.3.1 Risk category (ARIS) to Risk hierarchy (ARCM) allocations

The following attribute allocations are applicable for the **Risk category** object:

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
Risk category	Name	AT_NAME	X	HIERARCHY	name	
				HIERARCHY	isroot	True only for the top hierarchy element.
				HIERARCHY	type	Risk hierarchy (value = 5)
Risk category	Description/Definition	AT_DESC		HIERARCHY	description	
			X	HIERARCHY	status	Status is true (if active)
Risk category	Model link	AT_AAM_MOD_LINK		HIERARCHY	modellink	
				HIERARCHY	modelguid	GUID of the model containing an occurrence of the risk category. The first available risk diagram is selected.
				HIERARCHY	model_name	Name of the model (see above)
Risk category	Object link	AT_AAM_OBJ_LINK		HIERARCHY	objectlink	
Risk category	GUID of object			HIERARCHY	objectguid	
				HIERARCHY	children	Subordinate hierarchy elements

*The **M** column specifies whether the attribute is a mandatory field.

4.1.3.4 Application system type hierarchy

The application system type hierarchy is modeled in the application system type diagram in ARIS Architect using the **Application system type** object (OT_APPL_SYS_TYPE). The hierarchy between the objects is represented by the **encompasses** connection. If the hierarchy is to be transferred to ARIS Risk & Compliance Manager, the **Synchronize ARCM** model attribute (AT_AAM_EXPORT_RELEVANT) must be set.

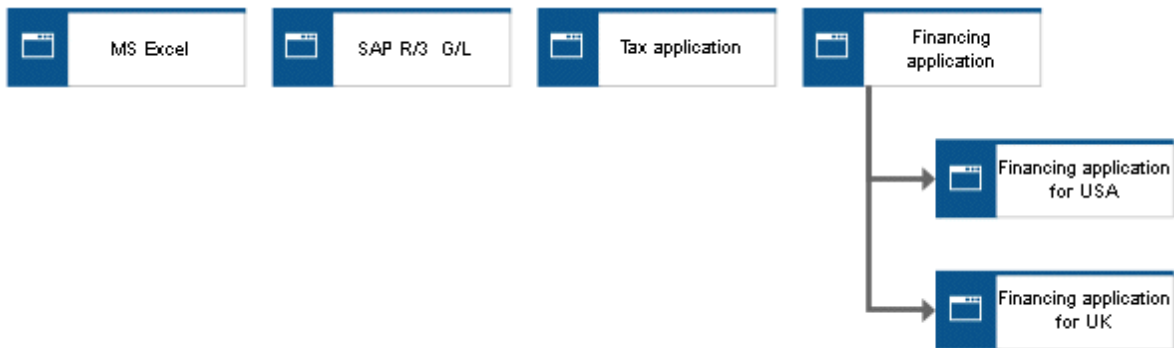


Figure 8: Structure of application system type hierarchy

Thus, an application system type hierarchy element is created in ARIS Risk & Compliance Manager for each relevant application system type. Exception: The top hierarchy element already exists in ARIS Risk & Compliance Manager.

4.1.3.4.1 Application system type (ARIS) to Application system type hierarchy (ARCM) allocations

The following attribute allocations are applicable for the **Application system type** object:

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
Application system type	Name	AT_NAME	X	HIERARCHY	name	
				HIERARCHY	isroot	True only for the top hierarchy element.
				HIERARCHY	type	Application system type hierarchy (value = 6)
Application system type	Description/Definition	AT_DESC		HIERARCHY	description	
			X	HIERARCHY	status	Status is true (if active)
Application system type	Model link	AT_AAM_MOD_LINK		HIERARCHY	modellink	
				HIERARCHY	modelguid	GUID of the model containing an occurrence of the application system type. The first available application system type diagram is selected.
				HIERARCHY	model_name	Name of the model (see above)
Application system type	Object link	AT_AAM_OBJ_LINK		HIERARCHY	objectlink	
Application system type	GUID of object			HIERARCHY	objectguid	

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
				HIERARCHY	children	Subordinate hierarchy elements

*The **M** column specifies whether the attribute is a mandatory field.

4.1.4 Create users and user groups

Users and user groups are modeled in an organizational chart in ARIS Architect using the **Person** (OT_PERS) and **Role** (OT_PERS_TYPE) objects.



Figure 9: Structure of users/user groups

The superior role (**Risk reviewer_3**) determines the role held by the subordinate roles in ARIS Risk & Compliance Manager. Both roles are connected to one another with the **is generalization of** connection. **Risk reviewer group 3.01** is thus a generalization of **Risk reviewer_3**. The name of the superior role defines the role and level of the group to be created. <role>_<level>, that is: Risk reviewer_3 > role: risk reviewer, level: 3 (or object-specific). No user group is created in ARIS Risk & Compliance Manager for the superior role (in this case Risk reviewer_3).

The following applies to the various role levels:

- Role level 1: cross-environment
 - The privileges assigned to the user group based on its role apply to all environments assigned to the user group.
- Role level 2: environment-specific
 - The privileges assigned to the user group based on its role apply to the environment in which the user group was created.
- Role level 3: object-specific
 - The privileges assigned to the user group based on its role apply to the relevant objects of the current environment in which the user group was created.

For the above example, the **Risk reviewer group 3.01** user group is generated in ARIS Risk & Compliance Manager with the **Risk reviewer** role and level 3 (that is, with object-specific privileges). In addition, a user with the user ID **RR_01** is generated.

MAPPING ROLE NAME (ARCM) TO ROLE (ARIS)

The following allocations are applicable for the user groups in ARIS Risk & Compliance Manager and the naming to be used in ARIS Architect. Further roles are described in the other convention manuals.

Role (ARCM)	Role (ARIS)	Role level
roles.riskauditor	Risk auditor	Level 1 and 2
roles.riskmanager	Risk manager	Level 1, 2, and 3
roles.riskreviewer	Risk reviewer	Level 3 only
roles.riskowner	Risk owner	Level 3 only

4.1.4.1 Role to person allocations

ROLE (ARIS) TO USER GROUP (ARCM) ALLOCATIONS

The following allocations are applicable for the **Role** (user group) object:

ARIS attribute	API name	ARCM attribute	M*	Notes
Name	AT_NAME	name	X	The name of a user group is limited to 250 characters.
Description/ Definition	AT_DESC	description	-	
Role	–	role	X	The values for role and role level are determined as described above.
Role level	–	rolelevel	X	
Users	–	groupmembers	-	Users are determined by the performs connection between the person and the role.

*The **M** column specifies whether the attribute is a mandatory field.

PERSON (ARIS) TO USER (ARCM) ALLOCATIONS

The following allocations are applicable for the **Person** (user) object:

ARIS attribute	API name	ARCM attribute	M*	Notes
Login	AT_LOGIN	Userid	X	The user ID of a user is limited to 250 characters.
First name	AT_FIRST_NAME	firstname	X	
Last name	AT_LAST_NAME	lastname	X	
		name	-	Is a combination of the last and first name.
Description/ Definition	AT_DESC	description	-	
E-mail address	AT_EMAIL_ADDR	email	X	
Telephone number	AT_PHONE_NUM	phone	-	
		clients	-	The Environments field is identified by the environment into which data is imported.
		substitutes	-	The Substitutes field is only maintained manually.

*The **M** column specifies whether the attribute is a mandatory field.

4.1.5 Analysis of the risks and structures for risk assessment

For the risks identified in the processes, the responsibilities and objects relevant for the assessment can be defined in the KPI allocation diagram. This means that effects on the company's hierarchies can be documented, e. g. which risk affects which organizational unit.

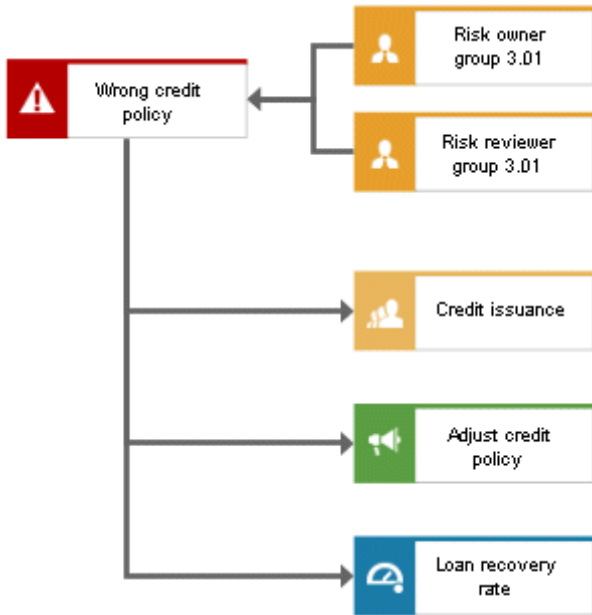


Figure 10: KPI allocation diagram structure

All allocations except the allocation of risk owner and risk reviewer are optional.

RELATIONSHIPS OF THE RISK OBJECT

The following connections are relevant between the objects in the KPI allocation diagram:

Object	Connection	Object	Notes
Risk	is technically responsible for	Role	This connection creates the relationship to the risk owner, risk manager, and risk reviewer.
Risk	affects	Organizational unit	This connection creates the relationship to the organizational hierarchy.
Risk	affects	Technical term	This connection creates the relationship to the regulation hierarchy. It becomes a mandatory relationship if Financial reporting has also been selected for the Risk type risk attribute.
Risk	affects	Application system type	This connection creates the relationship to the application system type hierarchy.
Risk	is measured by	KPI instance	This connection creates the relationship to the KPI. It is not transferred to ARIS Risk & Compliance Manager so far.
Risk	is influenced by	Task	This connection creates the relationship to the measure. It is not transferred to ARIS Risk & Compliance Manager so far.

4.1.5.1 Risk

The risk is modeled in ARIS Architect with the **Risk** object (OT_RISK). A risk is created in ARIS Risk & Compliance Manager for each risk for which the **Synchronize ARCM** attribute is set. The following allocations are applicable for the **Risk** object:

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
Risk	Name	AT_NAME	X	RISK	name	
Risk	Risk ID	AT_AAM_RISK_ID		RISK	risk_id	
Risk	Risk types	AT_AAM_RISK_TYPE_FINANCIAL_ REPORT AT_AAM_RISK_TYPE_COMPLIANCE AT_AAM_RISK_TYPE_OPERATIONS AT_AAM_RISK_TYPE_STRATEGIC	X	RISK	risktype	The enumeration is set in ARIS Risk & Compliance Manager when the values are true .
Risk	Description/ Definition	AT_DESC	X	RISK	description	
			X	RISK	risk_function	Is identified via the connection to the function. A corresponding link to the process hierarchy element in ARIS Risk & Compliance Manager is saved.

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
			(X)	RISK	financial_statement	Is identified via the connection to the technical term. A corresponding link to the regulation hierarchy element in ARIS Risk & Compliance Manager is saved. Only mandatory if Risk type is Financial reporting .
Risk	Impact	AT_AAM_IMPACT	(X)	RISK	impact	Only mandatory if Risk type is Financial reporting .
Risk	Probability	AT_AAM_PROBABILITY	(X)	RISK	probability	Only mandatory if Risk type is Financial reporting .

*The **M** column specifies whether the attribute is a mandatory field.

RISK (ARIS) TO RISK (ARCM) ALLOCATIONS

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
Risk	Risk catalog 1	AT_AAM_RISK_CATALOG_1		RISK	risk_catalog1	
Risk	Risk catalog 2	AT_AAM_RISK_CATALOG_2		RISK	risk_catalog2	
Risk	Title 1 and link 1 to title 4 and link 4	AT_TITL1 and AT_EXT_1, etc.		RISK	documents	A document (O_10) is generated in ARIS Risk & Compliance Manager from the title and the link and is linked to the risk.
				RISK	manager_group	Is identified via the connection to the role. A corresponding link to the risk manager in ARIS Risk & Compliance Manager is saved.
Risk	Assertions	AT_AAM_ASSERTIONS_EXIST_OCCURRENCE AT_AAM_ASSERTIONS_COMPLETENESS AT_AAM_ASSERTIONS_RIGHTS_OBLIGATIONS AT_AAM_ASSERTIONS_VALUATION_ALLOCATION AT_AAM_ASSERTIONS_PRESENTATION_DISCLOSURE AT_AAM_ASSERTIONS_NA	(X)	RISK	assertions	The enumeration is set in ARIS Risk & Compliance Manager depending on the values that are set. A dependency of values exists. The first 5 values cannot occur in combination with the last entry. Only a mandatory attribute if Risk type is Financial reporting .

*The **M** column specifies whether the attribute is a mandatory field.

The following allocations are transferred to ARIS Risk & Compliance Manager only if the risk is marked as Risk A UbU[Ya YbH fY`Yj Ubh`

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
Risk	Risk management-relevant	AT_GRC_RISK_MANAGEMENT_RELEVANT	X	RISK	risk_management_relevant	
Risk	Assessment activities	AT_GRC_ASSESSMENT_ACTIVITIES	X	RISK	assessment_activities	Describes the assessment steps.
Risk	Assessment frequency	AT_GRC_ASSESSMENT_FREQUENCY	X	RISK	assessment_frequency	Defines the frequency at which risk assessments are automatically generated.
Risk	Event-driven assessment allowed	AT_GRC_EVENT_DRIVEN_ASSESSMENTS_ALLOWED	X	RISK	event_driven_allowed	Indicates whether ad-hoc assessments are allowed. Is automatically set to true during import from ARIS to ARIS Risk & Compliance Manager if the assessment frequency is set to Event-driven .
Risk	Time limit for execution in days	AT_GRC_RISK_ASSESSMENT_DURATION	X	RISK	assessment_duration	Specifies the duration for executing a risk assessment.
Risk	Start date of risk assessment	AT_GRC_START_DATE_OF_RISK_ASSESSMENTS	X	RISK	assessments_startdate	Specifies the date as of which risk assessments are generated.
Risk	End date of risk assessment	AT_GRC_END_DATE_OF_RISK_ASSESSMENTS		RISK	assessments_enddate	Specifies the date as of which risk assessments are no longer generated.

*The **M** column specifies whether the attribute is a mandatory field.

RISK (ARIS) TO RISK (ARCM) ALLOCATIONS

ARIS object	ARIS attribute	API name	M*	ARCM object	ARCM attribute	Notes
Risk		–	X	RISK	risk_assessment_owner_group	Is identified via the connection to the role. A corresponding link to the risk owner in ARIS Risk & Compliance Manager is saved.
		–	X	RISK	risk_reviewer_group	Is identified via the connection to the role. A corresponding link to the risk reviewer in ARIS Risk & Compliance Manager is saved.
Risk		–		RISK	risk_category	Is identified via the connection to the risk category. A corresponding link to the risk hierarchy element in ARIS Risk & Compliance Manager is saved.
Risk		–		RISK	organizational_unit	Is identified via the connection to the organizational unit. A corresponding link to the organization hierarchy element in ARIS Risk & Compliance Manager is saved.
		–		RISK	application_system_type	Is identified via the connection to the application system type. A corresponding link to the application system type hierarchy element in ARIS Risk & Compliance Manager is saved.

*The **M** column specifies whether the attribute is a mandatory field.

5 Support

ON THE WEB

Open **Empower** (<https://empower.softwareag.com/>) to get support.

With a valid support contract you can access the solution database.

For questions about special installations that you cannot carry out yourself, please contact your local Software AG sales organization.

BY PHONE

With a valid support contract you can reach Global Support ARIS at:

+800 ARISHELP

The "+" stands for the respective prefix for making an international connection in this land.

An example of the number to be dialed within Germany using a land line: 00 800 2747 4357

If this number is not supported by your telephone provider, please refer to Empower https://empower.softwareag.com/public_directory.asp.

6 Disclaimer

ARIS products are intended and developed for use by people. Automatic processes such as generation of content and import of objects/artefacts using interfaces can lead to a huge data volume, processing of which may exceed the available processing capacity and physical limits. Physical limits can be exceeded if the available memory is not sufficient for execution of the operations or storage of the data.

Effective operation of ARIS Risk & Compliance Manager requires a reliable and fast network connection. A network with an insufficient response time reduces system performance and can lead to timeouts.

If ARIS products are used in a virtual environment, sufficient resources must be available to avoid the risk of overbooking.

The system has been tested in the **Internal control system** scenario with 400 users logged in simultaneously. It contains 2,000,000 objects. To guarantee adequate performance, we recommend operating with not more than 500 users logged in simultaneously. Customer-specific adaptations, particularly in lists and filters, have a negative impact on performance.